

Recommended Practice for Transit Supervisor Training

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Abstract: This recommended practice provides guidelines for training a qualified bus operations supervisor.

Keywords: training, supervisor

Introduction

(This introduction is not a part of APTA BTS-BO-RP-002-07, *Recommended Practice for Transit Supervisor Training*)

This Recommended Practice for Transit Supervisor Training reflects the consensus of the APTA Bus Standards Program members on the items, methods, and procedures that have provided the best performance record based on the experiences of those present and participating in meetings of the Program Task Forces and Working Groups. Recommended practices are voluntary, industry-developed, and consensus-based practices that assist transit agencies, transit providers, and training suppliers in the content and best delivery of training and qualifications. Recommended practices are non-exclusive and voluntary; they are intended to neither endorse nor discourage the use of any product or procedure. APTA recognizes that for certain applications, the practices, as implemented by operating agencies, may be either more or less restrictive than those given in this document.

This recommended practice provides guidelines for transit operations supervisor training. APTA recommends the use of this recommended practice by:

- Individuals or organizations that operate transit vehicles
- Individuals or organizations that contract with others to operate transit vehicles
- Individuals or organizations that influence how transit operations are conducted
- Individuals or organizations that develop transit training programs.

Participants

The American Public Transportation Association (APTA) greatly appreciates the contributions of the Bus Operations Working Group, who drafted *Recommended Practice for Transit Supervisor Training*.

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Recommended Practice for Transit Supervisor Training

1. Overview

This recommended practice provides guidance for standardized training to assist in the development of qualified supervisors. Individual operating agencies can modify these guidelines to accommodate their specific training goals and operating modes.

1.1 Scope

This recommended practice applies to transit supervisors who provide supervision to transit operations. Job titles vary from agency to agency, and may encompass various responsibilities including dispatchers, instructors, and field or road supervisors. Transit agencies should match job duties to necessary job training.

1.2 Purpose

The purpose of this recommended practice is to provide guidelines to assist in the development of an effective supervisory training program

2. References

This recommended practice should be used in conjunction with the following publications. If the following publications are superseded by an approved revision, the revision shall apply.

APTA BT-RP-001-07, *Recommended Practice for Transit Bus Operator Training*

3. Definitions, abbreviations, and acronyms

For the purpose of this recommended practice, the following terms, definitions, abbreviations, and acronyms apply.

3.1 Definitions

3.1.1 Awareness: has fundamental and practical knowledge of an informational topic or skill set; is informed and observant.

3.1.3 Operational: performs the task on a routine and consistent basis, has hands-on and practical experience.

3.1.4 Technician or specialist: Recognized as an expert or specialist in performing the task. Can diagnose and correct problems and/or train others.

3.1.5 Transit: service inclusive of paratransit and transit bus operations.

3.1.6 Supervisor: someone who provides guidance, instruction, oversight, support, evaluations, discipline and/or decision making related to transit operations.

3.1.7 Recommended best practice: term used for an industry practice found to be effective in some operating environments. The effectiveness of a recommended best practice may vary from agency to agency.

3.2 Abbreviations and acronyms

ADA Americans with Disabilities Act
AED Automatic Electronic Defibrillator
APTA American Public Transportation Association
CDL Commercial Driver License
CPR Cardio Pulmonary Resuscitation
DOT Department of Transportation
EAP Employee Assistance Program
EEOC Equal Employment Opportunity Commission
EPA Environmental Protection Act
FLSA Fair Labor Standards Act
FMLA Family Medical Leave Act
FTA Federal Transit Administration
HIPPA Health Information Privacy and Portability Act
HOV High Occupancy Vehicle
ICS Incident Command System
NIMS National Incident Management System
NTD National Transit Database
NTI National Transit Institute

OSHA Occupational Safety and Health Act
SOP Standard Operating Procedure
TSA Transportation Security Administration
TSI Transportation Safety Institute
UAP Unions Assistance Program

4. Goals

The goals of this document are to:

- Assist in creating an effective and efficient standardized training program for Supervisors
- Provide recommendations on content, industry standards and best practices
- Provide a tool to evaluate existing training programs

5. Program evaluation criteria

Each program needs to be evaluated based on the individual needs of the agency and in comparison with the following:

- Legal and regulatory requirements
- Industry standards and best practices
- Community requirements/standards
- Effective and efficient return on investment

6. Skill sets

This section encompasses the recommended sets of skills needed to achieve the level of proficiency for transit supervisors. Each area is outlined in the document for specific training content.

Job titles vary from agency to agency, and may encompass various responsibilities. Transit agencies should match necessary skill sets to the job duties/responsibilities.

6.1 Administrative knowledge and skills:

6.1.1 Agency orientation

- Agency history
- Mission, goals and objectives
- Reporting structure/chain of command
- Services/system familiarization
- • Service area/routes/schedules
- • Demographics: people, facilities and equipment
- • Budget: funding and revenue sources

6.2 Technical skills

6.2.1 Transit facilities

- Monitor/knowledge of transit facilities
- Identification of yard and shop hazards
- Parking instructions/restrictions
- Requisition materials, supplies, repairs
- Inspection of transit facilities
- Start up and shutdown procedures

6.2.2 On-street/guideway operations

- Monitor and enforce compliance with rules, SOPs
- Fleet start-up, pull out and pull in procedures
- Operate autos, vans and light trucks Safe driving/defensive driving skills
- Local area navigational skills
- Make route adjustments
 - Detours
 - Special Events
 - Emergencies
- Schedule/headway adjustments
- Minor vehicle troubleshooting• Write parking and bus zone citations
- Evaluate bus stops and amenities
- Supervisor transport of customers
- Identify and mitigate safety and security issues
- Inspect and process lost and found items

6.2.3 Communication systems technology

- • Communication protocol
- • Telephone/cell phone policy and usage
- • Radio usage procedures

- • Hand-held radio
- • Computer-based radio communications console
- • Mobile radio/data terminal
- • On- board intelligent vehicle technologies
- • Public address system
- Desktop/laptop pc and productivity software
- Monitor and maintain security infrastructure
 - Security alarms
 - Closed circuit television

6.2.4 Incident and emergency response

- Hazard recognition and response
- Crowd management
- Crime and terrorism prevention
- Secure and stabilize incident scene and equipment
- First aid/CPR/AED
- Interview witnesses
- Documentary photography
- Identify, secure and preserve evidence
- Investigate, analyze and prepare collision/incident reports
- Initiate/expedite drug and alcohol testing

6.2.4.1 Vehicle evacuations

- When, where and how
- Special situation considerations (fire, bomb, collision)
- Customer considerations/special needs

6.2.4.2 Vehicle fires

- Types of fires
- Use of fire extinguisher
- Systems shut off

6.2.4.3 Mechanical emergencies/Equipment Failures

- Vehicle warning indicators
 - Fuel and fluid leaks and containment
 - Brake, steering, and acceleration failure
- Tire Failure
- Stalled vehicle
 - Roadway/highway
 - Railroad crossing
 - Warning devices

6.2.4.4 Medical emergencies

- Identification and assessment
- Response procedures and reporting
- Bloodborne pathogens issues

6.2.4.5 Incident emergencies

- Rollovers
- Collisions
- Pedestrians/cyclists
- On board incidents
- Boarding and alighting

6.2.4.6 Security emergencies

- Bombs and weapons of mass destruction
- Hijacking
- Suspicious behavior/packages
- Threats, robberies and assaults
- Other weapons (guns/knives/mace)

6.3 Interpersonal skills

Supervisors should be well-versed in basic customer service skills taught to frontline employees. They are also expected to interface effectively with internal and external customers, agencies and organizations.

6.3.1 Internal/external professional customer service and interface

6.3.1.1 Internal customers include employees and departments of transit agency, but not limited to:

- Maintenance
- Administrative
- Human resources
- Planning
- Risk management
- Information technology
- Labor relations
- Board members
- Claims
- Operations

6.3.1.2 External customers include, but not limited to:

- Transit riders (transit dependent, discretionary rider)
- Non-riders
- Emergency responders

- Media (agency policy/procedures)
- Community groups/support groups
- Advisory groups/legislative boards
- School groups
- Regulatory/dot
- City officials/utility companies
- Labor unions (local and international organizations)

6.3.2 Diplomacy and negotiating skills

Treat all people with respect, dignity and empathy

Communicate with people with special needs
Be aware of cultural/language and diversity issues
Alternate communication/passenger assistance cards

- Problem solving and decision making
- Conflict management/diffuse hostility
- Understand emotional/personal “hot buttons”
- Recognize signs of violent behavior
- Personal/public safety

6.3.3 Training, coaching and mentoring

- Written communication skills
 - Grammar/mechanics
 - Clear, accurate and concise
 - Proofing
 - Comprehension
 - Format
- Oral communication (person to person)
 - Understanding audience
 - “Think before you talk”
 - Body language
 - Eye contact
 - Tone of voice
 - Active listening
- Giving direction and instructions
 - Lead by example
 - Attitude matters
 - Set the tone
 - Be courteous and patient
 - Appearance
 - Reliable

- Attentive
- Firm
- Fair
- Consistent
- Availability
- Teaching skills (one on one)

Training and presentation aids

- Classroom set-up
- Audio-visual and multimedia equipment
- Administer skills tests and evaluations
- Training program evaluation
- Curriculum development/instructional design
- Simulator and specialized training technologies

Required training documentation

All training should be documented.

- Hours and elements of training
 - Classroom
 - Behind the wheel
 - Equipment certification
 - Rules, policies and procedures
- Presentation skills (group)
- Performance coaching
- Performance counseling
- Investigative skills

7. Regulatory

7.1 Federal and state regulations

- Drug/Alcohol – FTA 49 CFR- Part 655
 - Conditions of Testing
 - Awareness
 - Compliance
 - Administration Reporting
- ICS/NIMS certification
- SSPP - System Safety Program Plan

- SSEPP - System Security Emergency Preparedness Plan
- FMCSR
 - Federal mandate
 - Medical requirements
- Vehicle regulations/laws
- OSHA
 - Hazard communication
 - Blood borne pathogens
- EPA
 - Spill containment and reporting
- ADA
 - Compliance & responsibility
 - Stop/route announcement requirement
 - Boarding/alighting & securement
 - Signage (Communication)
- FLSA
 - Hours and wages
- FMLA – Basic requirements of the law
- HIPPA – Basic requirements of the law
- EEOC
 - Harassment
 - Discrimination
- NTD - Reporting requirements

7.1.2 State regulations

Below are some examples of state regulated practices and regulations that may or may not apply to individual transit agencies. Please contact your appropriate state agency for additional information.

- DOT
- State mandated OSHA training/requirements
- Periodic training hours
- Re-certification
- Periodic review
- Periodic defensive driving
- Periodic onboard observation
- Periodic state equipment inspections
- Periodic training audits
- Medical requirements
- FMLA
- CDL
- Non-CDL

7.1.3 City/county ordinances

Please contact your appropriate city or county agency for additional information.

7.2 Agency policies and/or labor contract

This list includes policies of transit agency, but not limited to

- Policies, procedures and workplace rules
 - Labor agreements
 - Grievance process
 - Progressive discipline
 - Attendance policy
 - Return to work/Light duty programs
 - Mentor program
 - Alternate languages
 - Performance standards
 - EAP/UAP
 - Violence in the work place
 - Employee code of conduct
 - Required safety meetings
 - Policies and procedures related to customers with special needs
 - Local partnerships (i.e. safe place)
 - Safe Riding Rules
 - Performance Evaluation Process
 - Wages, Compensation and Benefits

8. Safety and security

8.1 Operators' safety

8.1.1 On the road

- Defensive driving
- Collision prevention

8.1.2 On the transit vehicle

- Injury Prevention
 - Repetitive motion
 - cumulative trauma
- Operator self-defense

8.1.3 Security

- Crime and terrorism prevention
- Unauthorized access

Suspicious activities/packages
Recognition and reaction

8.1.4 Facilities

- Identification of yard and shop hazards
- Emergency shut-off systems
- Movement of vehicle in the yard
- Parking instructions/restrictions
- Confined area movements
 - Shop
 - Wash bay
 - Lift areas
 - Fueling facility
 - Vaulting
 - Garages
 - Storage areas
- Service pits/bays

Annex A

(informative)

Bibliography